

Naval
Reserve
Association

NEWS

August 2004, Volume 51, No. 8

Features:

**Commander, Naval Reserve
Forces Command**

**Naval Reserve Association
50th Anniversary Year Conference**



The Association Voice of the Naval Reserve



VISION OF THE NAVAL RESERVE ASSOCIATION

The Premier Professional Organization for Naval Reservists,
Committed to Supporting a Strong Navy and National Defense,
While Providing Outstanding Service to Its Members.

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"As we transform our service into 'one Navy,' everyone from our most junior Sailor to our most senior, stands ready to serve. Fully aligned with the active fleet, the Navy's Reserve is more potent and capable than ever; and our Sailors' honor, courage, and commitment will ensure our success abroad and at home."

--- RADM John P. Debbout, USNR

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"We close out our 50th year with our 51st conference here in Alexandria, VA, exactly 50 years to the day of the first conference, Saturday, 18 September. You don't want to miss this one."

--- RADM Steve Keith, USNR (Ret)

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Naval Reserve Forces Command

"Providing Operational Support to the Fleet"

RADM John P. Debbout, USNR

Our Navy is engaged throughout the world, and our Navy's Reserve, "ready and fully integrated," continues to demonstrate its relevance to the Navy and our nation's warfighting wholeness. Today's Navy Reservists are fully-integrated members of the U.S. Navy. On any given day, nearly 5,000 Selected Reservists are on some form of active-duty orders providing support to the fleet, while nearly 13,700 Full-Time Support (FTS) Reservists are embedded in critical fleet billets and serving in essential staff positions enabling Reserve programs.

Delivering the right skill set, when and where it's needed, is what it's all about. To meet current and future requirements, Commander, Naval Reserve Forces Command (CNRFC) has been working closely with the active fleet to align forces, improve processes, integrate leadership tools, and share knowledge. We've also challenged every echelon within the Reserve infrastructure to expedite their alignment efforts and seek innovative solutions wherever possible to enable better our Selected Reservists to "Re-Serve" our nation.

I couldn't be more proud of the effort put forth and the results achieved over the past year, and I'm looking forward to even greater success in supporting Navy as our alignment efforts take shape and initiatives solidify.

To facilitate our alignment process, we established Commander, Naval Reserve Forces Command (CNRFC), creating a single command for Naval Reserve budget, manpower, and training execution. CNRFC works closely with Commander, Naval Reserve Force (CNRF) in getting our Sailors to the fleet, maximizing operational support to our Navy worldwide. We are Additional Duty (ADDU) to Commander, Fleet Forces Command (CFFC) and Commander, Naval Air Forces (CNAF) in our support to the fleet.

We know there is a strong business case for having our Reservists take on a greater role in regional responsibilities, such as homeland security and recruiting. Simply, those Reservists who live in and know a geographical region should be involved in local Navy efforts. As a first step in shaping future integration, we have embedded RADM Bob Passmore, former Commander, Naval Reserve Readiness Command North West (REDCOM NW) in the active duty Regional Commander's staff as the Deputy Navy Region Northwest Commander. He'll be responsible for working with the active regional staff to draft the way-ahead in this area.

We are working closely with Fleet Forces Command (FFC) in a Zero-Based Review (ZBR) for total Reserve Force structure and alignment. The ZBR will be complete in late 2004. To ensure we are aligned with Navy, our Manpower and Personnel Directorate has worked aggressively with Operational Navy (OPNAV) to tailor the Navy manpower management tools to support our Reserve component. The Navy's "Skipper" program is used by Enlisted Community Managers to track their enlisted rating data;

it provides a current community profile, accession and retention information, advancement data, etc. Skipper also forecasts "what if" scenarios, showing how specific changes would impact the Navy. The Reserve-tailored portion of Skipper, and our adaptation of the Navy's strength-planning tool will help support force-wide manpower modeling, something we've never been able to do before.

Another highly successful manpower program was implemented by our aviation component, to attack aggressively shortfalls in critical enlisted aviation maintenance billets. **The Reserve Operational Manning Inactive Duty Training/Travel Cross-Assignment Program** allows Navy Reservists to receive funded travel orders to travel and drill with a Reserve squadron where these shortfalls would otherwise affect operational readiness. These shortfalls are simply a result of where our Reservists live and where they drill. Because most of our Reservists do not live in fleet concentration areas, we have to look beyond the pool of Reservists living near these bases or squadrons and offer an incentive to those with the necessary skill sets to travel and serve. Not only is this helping the Navy Reserve maintain its optimum readiness and our number one priority of supporting fleet requirements, but also it keeps our Sailors' valuable skills honed. This program has been so successful that we are now expanding it to encompass other warfare specialties.

The Reserve Officer FY '05 "Apply Board" was just convened in Millington, and the feedback and results continue to demonstrate what a valuable tool Apply really is. This program was developed over several years and implemented in its current form in 2003 as a centralized, competitive, force-wide officer-detailing tool. Apply helps quantify an officer's performance and preference information, enabling the board to make metrically-driven decisions as to who the best national candidate for a specific billet is. Of particular note, both active and Reserve officers now currently serve on the board. The resounding feedback is that Apply is an extremely fair process, and most officers have been very happy with the results.

The future detailing of our Reservists will also incorporate a Sea Warrior initiative called the "Career Management System" (CMS). As part of the Navy's Enterprise Human Capital Management System (EHCMS), this self-serve, Web-based tool will provide every Sailor visibility of all available Navy billets. It will also provide the necessary details, including job description, required competencies, unit location, special requirements, etc. so that our Sailors can apply for jobs that best fit their career plans and meet the needs of the Navy.

We began BETA testing CMS on 1 July with the Reserve Information Technology (IT) rating. To quality control this initial test, we review each CMS application and ensure applicant's self-assessed proficiencies match the required competencies for the job. Lastly, we verify each applicant's Five Vector Model (5VM)

Human Capital Index (HCI), a feature that shows how the Sailor is performing against the average [normalized] score of those in the same rating and of the same rank.

Everyone recognizes our Reservists bring more to the table than just their military training; they possess tremendous civilian skills that increase their ability to serve. As part of Sea Warrior, the Navy [and DoD] is interested in capturing this data and ultimately rewarding Sailors for these skills in their 5VM. Every Navy Drilling Reservist (Selected Reservist and Voluntary Training Unit member) is required by DoD to provide their civilian employment data and, most importantly, their actual civilian skill competencies.

In July 2004, our Reservists began filling out an on-line questionnaire that assesses their competencies in a variety of skills. It incorporates a number of elements such as tasks performed, tools used, unique knowledge required, and resources. By FY '06, all Navy personnel will have a résumé, reflecting both Navy and civilian training/experience, displayed on their Sea Warrior 5VM and used for billet assignments, active-duty opportunities, rating/designator changes, and advancement.

Everything we do is about support to the fleet; and one of the most critical functions we perform at Reserve Forces Command is a focus on customer service, which enables our Sailors to go forward and serve. We're continuously working on improving our quality of service; so, last year, we stood up the Customer Service Directorate, led by Selected Reservists who are completely devoted to this mission. They issued an electronic survey this past spring to capture force-wide metrics on how our Reservists feel they are being supported by the Navy Reserve. The results will be collated, evaluated, and released in early August. From there, the Customer Service Directorate will work to develop an improvement plan, communicate the strategy back to the force, and conduct follow-up analysis.

Our Financial Directorate is completing the development of two Activity Based Costing (ABC) models that will significantly enhance Navy leadership's ability to make informed decisions about the Navy Reserve.

The first model is a business tool which can be used to determine what activities, performed by each echelon, are necessary to produce the desired three Navy Reserve products:

- A Mission-Ready Sailor
- Mission-Ready Hardware
- Operational Support

At the end of August 2004, we will have determined the unit cost for each of these products and will recommend ways to optimize the allocation of resources to achieve cost-effective, mission-ready Sailors, mission-ready hardware, and operational support to the Navy.

The second model is sponsored by OPNAV and is designed to model the Operations and Maintenance, Naval Reserve (O&M, NR) costs to the Navy Reserve. The "**SELRES Support ABC Model**," as it's called, will demonstrate how cuts in the O&M, NR budget would affect Navy Reserve readiness and performance. This is one of the few remaining budget items that isn't modeled at another level, and it's a shining example of Active/Reserve Integration, as we work with OPNAV and the Financial Management Branch (FMB) in this effort.

Everything we do must lead towards improved **readiness**. In 2003, our Operations Department began a tremendous initiative to enable Navy to view Navy Reserve readiness information through the TYCOM Readiness Management System (TRMS). We created an innovative module called the Navy Reserve Readiness Module (NRRM) that currently links to databases, such as Reserve Automated Medical Interim System (RAMIS); the Navy Reserve Order Writing System (NROWS); the Reserve Headquarters System (RHS); and, soon, the Navy Marine Corps Processing System (NMCMPs), to name a few. Through the TRMS/NRRM viewer, Navy can see the following while a Reservist is performing most types of active-duty service (excluding ADSW and mobilizations):

- The cost associated with Reservist's orders
- What SEAPOWER function the Reservist is supporting
- Where they are physically serving and details about their orders
- Where they are in the mobilization/demobilization process (once NMCMPs comes on-line)
- If the advertised billet and NEC/Designator code of the Reservist filling the billet are an appropriate match
- Numbers of people by types of orders or ratings serving in certain geographical regions
- More

We are currently working with BUPERS to link ADSW and mobilization data to TRMS/NRRM and ultimately to transition to a single order-writing system that can be viewed through TRMS/NRRM.

NMCMPs is the Navy version of the Marine Corps Mobilization Processing System, developed in partnership with BUPERS. It tracks each Reservist's movement through the mobilization and demobilization process by using a Web-based electronic checklist. This system has been a huge success in managing these processes; and, once linked to TRMS/NRRM, it will afford decision makers visibility of this significant data.

One of our greatest successes at Reserve Forces Command has been the development of the Web-based Naval Reserve Order Writing System (NROWS). Both active-duty and Reserve personnel applaud this system because it allows the Reservist to process electronically their application expeditiously, and it offers a tracking mechanism. Each service member in the order-approval chain-of-command can see the application and endorse, hold, or reject the application. Once approved, the Reservist can simply print his/her orders from any PC, a great time-saver. NROWS also offers a financial function that projects the cost of each set of orders and tracks the execution of orders. This accounting tool affords the approving authority data critical to making decisions.

Another major achievement and key database for the TRMS/NRRM viewer is our medical department's Reserve Automated Medical Information System (RAMIS). This system was built in 2002 to capture and report detailed individual and unit level Reserve medical information. Far more robust than the active-duty SNAP (Shipboard ADP Program) Automated Medical System (SAMS), Web-based RAMIS enables active and Reserve medical decision makers to coordinate personnel and supplies to ensure the completion of comprehensive medical care. It also affords real-time visibility to the chain of command on

their personnel medical readiness. RAMIS replaced the antiquated medical Reserve Standard Training Administration and Readiness Support (RSTARS) system and has thrust the Navy Reserve Force into a leadership role in medical information management.

As we link more databases to the TRMS viewer tool, it will provide Navy leadership the visibility and data necessary to make knowledgeable, timely decisions. DoD is also in the process of developing a modernized readiness reporting system called the Defense Readiness Reporting System (DRRS), and they are so **impressed with the total-force viewing capability of TRMS/NRRM that they have adopted elements of it as a template for their initial DRRS development.**

Lastly, but so important to our alignment and quality of service, is **communication.** The timeliness and way in which information flows is one of every organization's biggest challenges. And, the degree to which we effectively communicate significantly impacts our level of success. We have created several forums/mechanisms for communicating Navy priorities, key leadership messages, relevant news, and opportunities to and from the field; and they have proven to be very effective. We host a weekly briefing by Video Teleconference (VTC) to inform the force and solicit input from every echelon; everyone's invited to dial in, including active-duty service members. We also established an e-mail communication protocol through the public affairs office, to distribute electronically information to more than 5,000 Navy

Reservists and DoD personnel. Our award-winning magazine, *The Navy Reservist*, is mailed monthly to every Navy Reservist's home (88,000 individuals and their families). One of the primary concerns we identified, in a focus group, was the lack of information available to the family members of Reservists who had been mobilized. So, this year we changed the magazine format to include a family-focused section in each issue and made it a year-round resource for both the Reservist and the family member. The feedback we have had from the field on all these communication forums has been very positive. The flow of information enables us to identify issues and opportunities and take action faster than ever before.

Our goal at CNRFC is to provide the best service and tools possible to our three customers, the Navy, our Sailors, and our nation. Our staff has been working diligently up and down the chain of command, with our active-duty partners and even across services, to accelerate our alignment and integration efforts and enable our Sailors to go forward and serve. As we transform our service into "one Navy," everyone from our most junior Sailor to our most senior, stands ready to serve. Our Commander-in-Chief said, "be ready;" well, the Navy Reserve is ready, more potent, and capable than ever before. The Navy's Reserve force is comprised of the most skilled and committed professionals [Citizen Sailors] in the world; and their honor, courage, and commitment will ensure our success abroad and at home.

CREST Program Trains, Integrates Chaplains and RPs

By JO2 Joe Vermette, NR NPRTRU Clearwater, FL



CAMP LEJEUNE, NC – Chaplain and Religious Program Specialist Expeditionary Skills Training (CREST) is an intense seven-week training course that provides operational readiness and mission capability for Religious Ministry Team (RMT) personnel each year.

The RMT is comprised of an active or Reserve chaplain and an enlisted religious program specialist (RP). Simply put, this program prepares RMT personnel as to how to serve better the needs of their unit, under any condition, in the fleet marine environment.

Chaplains do not bare arms and are specifically classified as noncombatants. While in the field during combat operations,

chaplains may be exposed to enemy fire. In such events, chaplains must be protected by a combatant or a person who can bear arms. That person is a Navy RP.

CREST has been in place since January 1997 and was created from lessons learned by those who served in the RMTs during Operation Desert Storm. In that conflict, it was evident the RMT would greatly benefit from a formal school environment that would better prepare the team for duty with the Marine Corps.

"RPs could spend more than half of their careers with the Marines; and it is crucial our students, once they leave CREST, understand the difference in mentalities," said Chaplain (CDR) John Franklin, who serves as director of CREST. "The Marines have a different mentality summarized by the slogan "steel on target" that most Navy personnel aren't used to."

The role of RP in the battlefield is an important lesson in the CREST program.

"The RP is in charge on the battlefield, and the chaplain must listen to his RP," said RPC (SW/AW/FMF) Jonathan Vogal, assistant director of CREST. "It's the RPs job to protect his chaplain no matter what."

Navy Reserve and active duty train side by side at CREST and that presents both challenges and benefits.

"In this school, Reservists are usually a little older than their active-duty counterpart; and there is a very strenuous physical aspect throughout the program," Vogal said. "What Reservists lose in a step, they gain in motivation and drive. They catch up quickly and do fine through the program and when activated."

Currently, the program is comprised of five blocks of training. About half is spent in the classroom, with the other half in various physical or specialized battlefield exercises. The first two weeks are heavy on Marine indoctrination focused on the many aspects of the Marine Corps uniform, rank, and structure. Participants endure various phases of physical qualification, which include conditioning hikes, combat water survival, a Marine fitness qualification, and martial arts training. Successful completion of the course awards the students a brown belt. RPs must also become familiar with handling and maintaining a weapon while preparing to qualify on the rifle range. Students are also sent through a series of specialized segments focused on the combat environment and training that is integral to field operations.

All of the training culminates in a five-day field test. Chaplains and RPs conduct exercises to simulate mass casualties, field worship, patrolling, navigation, and moving to and from the battalion aid station. A good portion of that training is spent on how to cover and protect the chaplain during an ambush. It is at this point a bond is formed; and both members of this close, two-man team begin to understand what is at stake. This arduous training could very well save their lives one day. The objective is to assure the ministry team that it can provide its services during any condition. Once complete, students graduate and are then sent to their units.

This year, six classes are scheduled, including one specifically for Reservists. Last year, about 160 students went through the training; roughly 10 percent were Reserve chaplains and RPs.

"I've been deployed twice already and feel a little more safe out there with the exposure I've had in this program," said Chaplain (LT) Terry Eddinger, a Naval Reservist who is going through the current CREST class. "The simulated battle scenarios have taught me a great deal and have increased the camaraderie between me

and the religious program specialist." Eddinger may be deployed to Iraq by year's end.

"I feel more comfortable now in my role as a chaplain in the RMT and will apply what I've learned here, if I'm deployed again," Eddinger said.

One course is established for chaplains and another for RPs. A special 21-day class has been established for Reservists, who prefer the shorter version instead of the full seven-week course. The chaplain four-week course overlaps a portion of the seven-week period. Through each course, the emphasis is on the RPs' training.

One graduate of the CREST course called upon his training in a skirmish just north of An Nasiriyah, Iraq, in March 2003. RPI(FMF) Robert Page and his chaplain were ambushed and fired upon for a number of hours.

"I did what I was taught to do at CREST," Page said. "I dug a hole to protect the chaplain, then moved to a safer location and returned fire."

Page served on active duty as a Marine prior to joining the Naval Reserve.

"As a Marine, you're trained to engage or return fire immediately. The CREST program taught me to protect the ministry or chaplain first," he said. "The chaplain is in charge of the spiritual welfare of the unit, and that's very important for morale. We're there to make sure he delivers."

For his efforts in Iraq, Page was honored with a Bronze Star. Training together, active and Reserve chaplains and RPs are proving to be a well-integrated and well-trained religious ministry team. They are able to provide support to the fleet Marine environment and address unit morale and the spiritual well-being of those serving on the front lines while being fully prepared for any contingency.

Naval Coastal Warfare

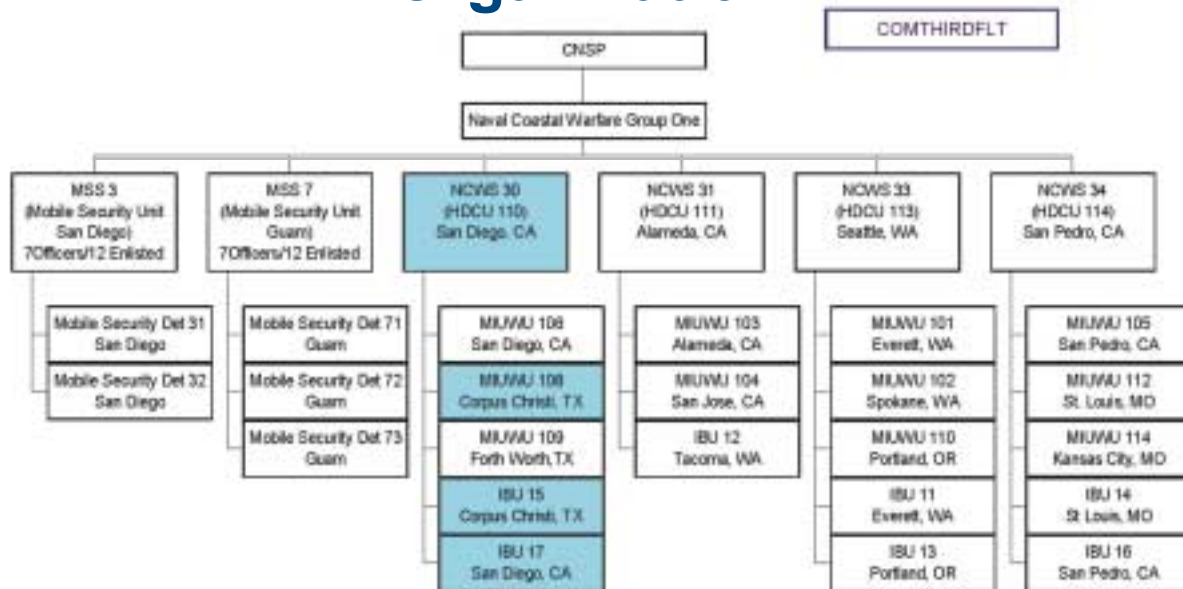
By LCDR David M. Herschel, COMNAVRESFORCOM N82B

The roots of today's Naval Coastal Warfare go back to Vietnam. Inshore Undersea Warfare Group ONE, as part of the Republic of Vietnam Coastal Surveillance Force, provided a Western Pacific detachment that operated in the harbors of Vung Tau, Cam Rahn Bay, Qui Nhon, and Nha Trang in the 1960s. Their mission then was not much different than today as noted in their Meritorious Unit Commendation: "Although operating in an environment where the United States Navy had virtually no past experience, detachment personnel were instrumental in denying enemy forces freedom of movement within assigned harbors. Harbor Defense units detected, boarded, and searched large numbers of suspect junks and craft, contributing significantly to the curtailment of acts of sabotage and the flow of enemy supplies . . ." As the program developed into one of the premier Naval Reserve programs in the last decade, the mission evolved ". . . to provide surface and subsurface surveillance in littoral areas throughout the world. Secondary mission capabilities include command, control, and communications functions. Naval Reserve MIUW units provide the sole capability for this mission within the United States Navy."

Naval Coastal Warfare Reservists have been so successful in proving their worth that the Navy is standing up eight active-duty NCW units to aid in force-protection missions. The new units, comprised of about 580 active-duty billets, will be organized into squadrons based in San Diego and Norfolk. Their overall mission, identical to what mobilized Reservists have been doing for the past 3 1/2 years, will be defending ships and shore installations in a port, mainly from terrorist attack. The new NCW units will complement the Mobile Security Force and report to Surface Force Atlantic and Pacific respectively. Reserve NCW forces total about 3,500 billets in 45 units.

The primary mission of the Naval Coastal Warfare Squadron is to exercise operational control and training, readiness, and administrative oversight of their integral C4I Detachment and assigned Mobile Inshore Warfare Units (MIUWs) and Inshore Boat Units (IBUs). Operationally, these units provide seaward surveillance and security forces in amphibious objective areas, harbors, and other militarily significant coastal and inshore areas throughout the world.

NCWG-1 Future Organization



All the units, and most of their assigned Reservists, have been mobilized at one time or another for force-protection missions all over the world since the October 2000 attack on the *USS COLE*. The Reserve NCW community is organized into three kinds of units – Harbor Defense Commands, Mobile Inshore Undersea Warfare Units, and Inshore Boat Units.

A Harbor Defense Command is a command-and-control unit linked to theater commanders.

MIUW Units use surveillance equipment to watch for intruders trying to slip into port by boat or swimmers lurking underwater. The new baseline system consists of an upgraded AN/TSQ-108A Radar Sonar Surveillance Center (RSSC) van with a Portable Sensor Platform (PSP), a Mobile Sensor Platform (MSP), and a lightweight, small-boat deployable, underwater sensor string. In addition, each van has a Readiness Trainer System.

The MSP is a sensor platform built onto a HMMWV to permit rapid deployment and maximum site flexibility. The remote sensors consist of a Thermal Imaging Sensor (TIS) and a Visual Imaging Sensor (VIS) [co-located on a computer-controlled pan and tilt mechanism] and a Furuno X-Band surface search radar with a CEA radar track processor system. Telemetry of radar data and imagery is sent back to the van over a 10 Km line-of-sight distance by a microwave transceiver with capability for future upgrades to fiber-optic cable. A stand-alone controller provides on-site operation if needed.

The RSSC van has been upgraded to a V3 configuration. The new RSSC contains sensor-processing hardware [including an upgraded AN/SQR-17A(V)3 acoustic processor, an ESM system, and a Furuno/CEA radar system] as well as upgrades to the communications suite including Global Command Control System – Maritime (GCCS-M) network access, Fleet Broadcast, and PC-Based message management. A trailer-based PSP permits remoting of most antennas and emitters up to 150 feet

away from the van if needed.

Information from all the sensors is displayed via the Graphical Data Fusion System (GDFS). The GDFS is a software program that correlates all sensor information and overlays it onto a digitized map. On a single 19" screen display, operators can see the geographic picture, their own location, the location of the sensors, and target tracks. There are two GDFS workstations in the upgraded van, each with its own set of video monitors for display of the TIS and VIS images transmitted from MSPs.

The display is user friendly, with scaleable maps, pop-up windows for sensor control and calibration, target icons using NTDS symbology, and selectable zones of target acquisition and noninterest. If desired, the actual radar video from one or all of the radars can be underlaid onto the display. Target data can be stored, replayed, and selectively routed into case files or into GCCS-M.

Set up on shore, the MIUW communicates with an IBU, a unit consisting of six heavily armed patrol boats that serve as an interdiction force for any identified threat. IBUs also coordinate their efforts with Coast Guard Port Security Units.

Since the attack on the *COLE*, every unit within Naval Coastal Warfare Group ONE in San Diego and about 1,600 Reservists have been mobilized. About 250 of those drilling Reservists have been mobilized twice. Reservists from Group ONE first served overseas in Bahrain, then guarded West Coast ports after 11 Sept. 2001. The buildup of forces for Operation Iraqi Freedom, in December 2002, brought a large presence of NCW units and Reservists to Kuwait and, then, to Iraq, a presence that continues. For the ongoing force rotation, the latest mobilizations sent 225 Reservists from the Group's HDC 111, MIUW 103, and MIUW 104 to Kuwait, replacing 225 coming home. Mobilized from the East Coast, the Reservists of Naval Coastal Warfare Group TWO have been just as busy.

NSW Reshapes Its Reserve Force for the 21st Century

By JOCS(SW/AW) Austin Mansfield, Naval Special Warfare Command Public Affairs



NAVAL AMPHIBIOUS BASE, CORONADO, CA – Naval Special Warfare has created a new paradigm for their Naval Reserve force, and its successful implementation is an example of the creative adaptability that's historically been associated with the NSW community.

Naval Special Warfare Operational Support Group (OSG) was commissioned 1 Oct. 2003, in Coronado, CA, to match NSW active-duty operational requirements with NSW Reservist skills and expertise, in order to provide a seamless integration of active and Reserve personnel. Two additional NSW commands were established under the oversight of the OSG: Operational Support Team 1 (OST-1), located in Coronado, and Operational Support Team 2 (OST-2), in Little Creek, VA. The creation of these new commands marked the beginning of the most significant change to the NSW Reserve community in its 30-year history.

“We felt there was a better way of doing business – more adaptable, flexible, and innovative, having the active and Reserve sides coming together,” said CAPT Bill Wildrick, Commander, OSG, and Assistant Chief of Staff for Reserve Support, Naval Special Warfare Command (NSWC). “We have completely revamped the way we train and administer our Reserve Component.”

The OSTs mission is to provide a ready force of Selected Reservists who would be available for mobilization to support NSW component commands as functional detachments or as individuals. In addition to the administrative support that NSW Reservists previously received from a Naval Reserve Center, the OSTs provide the critical interface between the active and Reserve components. The OST's Operations and Training Department, which consists of active duty SEALs, SWCCs (Special Warfare Combatant-craft Crewmen), and NSW technicians, ensures that the training of the NSW Reserve Force is meeting the needs of NSW operational commanders while providing the direct operational support that is critical to a wartime fighting force.

“Our Operations and Training Department staff attend the operational briefs and planning sessions at each of our supported Naval Special Warfare Groups to identify proactively Reserve support requirements and issues,” said CDR Lance Bach, Commanding Officer of OST-1. “We, then, identify the right Reservist and the proper funding source to meet these requirements.”

The timing for the establishment of this new Reserve organization could not have been better, in light of NSW's ever-increasing role in the Global War on Terrorism (GWOT). The volatile environment in regions such as Afghanistan, Iraq, and elsewhere demands a flexible and responsive Reserve Force to accommodate the time-sensitive, proactive direct-action operations needed to combat terrorism.

“Everyone feels its impact. It's completely transformed the way we conduct our business. Reservists enjoy better support, better customer service, better training – which makes it easier to align with customer demands, pulse active-duty needs, and plug right into those needs. It was, from inception, a collaborative effort between active duty and Reserve Forces,” said Craig Janecek, NSW Reserve Program Manager.

Accompanying the establishment of the three commands was a complete reorganization of the structure of the NSW Reserve Force. The NSW Reserve Alignment Project Team, headed by LCDR Greg Granieri, a NSW Reservist and former Mk V Special Operations Craft detachment commander, spent 18 months designing and building the new NSW Reserve Force. The team began by conducting a six-month, in-depth analysis of active duty NSW requirements, existing Reserve capabilities, and the “best practices” of other Navy and Special Operations Forces Reserve Components. The recommendations developed from this analysis were presented to working groups composed of active duty and



Reserve NSW personnel from the various operational components within NSW. These working groups confirmed the gaps between active duty requirements and Reserve capabilities, designed a detailed architectural model for NSW Reserve units, and defined the new operational procedures and organizational structure for the NSW Reserve Force.

A key element of this new organization was the shift from gaining command, augmentation-based Reserve units to a capability-based structure. The NSW Reserve Force is now organized into 17 mission capabilities that were identified during the alignment project. "Aligning our Reserve personnel into units based on required mission capabilities, rather than a specific active duty command, dramatically increased the responsiveness of our Reserve Force to meet active-duty requirements. The flexibility of the capability-based system, combined with the centralized NSW Reserve management under OSG, allows us to flow Reserve personnel rapidly to wherever they are needed throughout the NSW community," said CDR Ken Wright, Chief Staff Officer at OSG. "Under the old system, to fill a requirement – for example corpsmen to support a training exercise – one of our Reserve Liaison Officers might have had to comb through ten Reserve units and coordinate with a half-dozen different Reserve centers to fill the requirement. Now, with a single phone call or e-mail, an OST can access every corpsman in our Reserve Component."

The new operating force structure, established in January, consists of 53 NSW Operational Support Units and 13 NSW Reserve Detachments across the United States, from Hawaii to Rhode Island.

"The geographic spread of the NSW Reserve Detachments allows us to utilize the talents and experience of Reserve SEALs, SWCCs, and selected NSW technicians, regardless of their location," Wright said. "The unique expertise and operational experience that resides in the NSW Reserve Force has repeatedly proven its value since 9/11, in operations ranging from intelligence and logistical support to direct combat with enemy forces. The NSW Detachments allow us to continue to benefit from the established operational qualifications and professional knowledge of NSW personnel once they have transitioned from active duty to the Reserve Component, no matter where they choose to live."

The NSW Reserve Force alignment is much more than a change in Reserve units or a shifting of billets.

"The bottom line is that we are providing increased, meaningful support to our operational commanders," Wright said. "We are at war, and GWOT is calling on Special Warfare to do much more. Nothing was taken off our plate, but more is now expected of us. It certainly has put the spotlight on Reservists, because they represent nearly 20 percent of NSW's manpower."

Explosive Ordnance Disposal



One of the smallest and most specialized communities within the Naval Reserve is that of the NRF Explosive Ordnance Disposal Mobile Units (EODMU). These highly skilled Reservists provide several niche capabilities, including force-protection diving and underwater ordnance location, mobile communications, side-scan sonar, and combat service support. Close management and oversight of the Reserve EOD program by their active component counterparts have led to superb example of active-Reserve integration.

The NRF EOD community is composed of four commissioned units, two on each coast. On the West Coast, and under the operational control of EOD Group ONE, are EODMU SEVEN and EODMU SEVENTEEN, located in San Diego, CA, and

Whidbey Island, WA, respectively. The East Coast Units are EODMU TEN and EODMU TWELVE located at Fort Story, VA, and Charleston, SC, and fall under the operational control of EOD Group TWO.

The NRF EODMUs are composed of a series of specialized detachments and provide the following capabilities:

Ordnance Clearance Detachments: The heart of the NRF EODMUs, these detachments are composed of highly skilled members, competent in the areas of diving and handling of explosives. The primary mission is the location and disposal of hazardous ordnance, both on land and under water. These detachments operate in teams of one officer and seven enlisted ordnance clearance divers (NEC 5339). Recent deployments have involved supporting force protection operations in the Fifth and Sixth Fleet areas of operation. There, they searched the hulls of U.S. Navy ships for underwater ordnance.

Area Search Detachments: Skilled in the operation of towed side-scan sonar on small craft and crafts of opportunity, this type of detachment's primary mission is the location and reacquisition of underwater objects. Recently, the EODMUs and ASDs have been involved in the Navy's development of an Unmanned Underwater Vehicle program to support force protection. Members of these detachments have been mobilized in support of Sixth Fleet force protection requirements after the events of September 11th, 2001.

Mobile Communications Detachments: These detachments provide independently deployable field communications for integrated command post tactical and long-haul communications in support of EOD forces in the field. They are capable of secure



radio/telephone, satellite, photo digital imagery, GCCS-M, and various clear-voice communications. Members of these detachments have supported Operation Iraqi Freedom.

Total Force Intelligence

The 11 September 2001 attacks on the World Trade Center and the Pentagon ushered in a new age of warfare. The demands and challenges facing Naval Reserve Intelligence professionals have changed and evolved as the Global War on Terrorism continues, step by step, against an enemy that will respond and change tactics and strategies, perhaps for years to come.

The paradigm of the monthly, two-day drill and yearly 12-day annual training was turned on its head long ago within the Intelligence Reserve. Today, the Global War on Terrorism means that Reserve Intelligence professionals are using drills and annual training, active duty for special work, plus mobilization to active duty, into active engagement against terrorism. This war, in a form unimagined as recently as Desert Storm 13 years ago, has placed enormous demands on the Intelligence community. Success can be measured in several ways.

“More than 1,700 citizen/Sailors from the Navy’s Intelligence Reserve have been mobilized since 9/11,” said RDML Ann Gilbride, Commander of the Naval Reserve Intelligence Command. “This figure represents 41 percent of the Intelligence force’s 4000-plus Reservists. Intelligence Reservists have mobilized to 117 Navy and Joint Commands in 150 different locations worldwide.”

Their contributions have been wide-ranging:

- Reserve Targeting Officers have augmented every carrier air wing deployed for Operations Enduring Freedom and Iraqi Freedom since 9/11.

“The concept of providing fully-trained Reserve professionals to augment and integrate with active-duty forces in time of crisis is what the Naval Reserve is all about,” said RADM James Zortman, Commander, Naval Air Force, U.S. Atlantic Fleet. “I recommend that the Naval Reserve continue this outstanding battle-proven program.” Targeting officers, according to RADM Zortman, have earned the trust and confidence of active components.

- Interrogators at Guantanamo Bay and elsewhere have obtained information leading to the breakup of al-Quaida cells globally.

Combat Service Support Detachment: This detachment provides berthing, messing, logistical, and limited maintenance support to EOD forces in the field, operating outside of normal base support. This detachment is composed of one officer and twelve enlisted and is supported by four active staff members. It is the newest of the EODMU’s detachments, built as a response to much-needed capabilities within the EOD community.

Mobilizations over the last three years have seen members of the NRF EODMUs deployed to Souda Bay, Crete; Sigonella, Sicily; Bahrain; and beyond. Through the unique skill sets that they bring to the fight, these Reservists have made significant impact on the GWOT. The EOD community has been a leader in integrating and shaping their Reserve Component over the last two decades, which has facilitated seamless integration during these challenging times. Continued emphasis on FP/AT capabilities and GWOT will likely keep this small but effective community busy for some time to come.

- Intelligence professionals have deployed with Navy SEAL teams in global theaters, augmented combat staffs aboard ships, stood counterterrorism watches, supported Joint Task Forces, and captured foreign materiel.

- And, the use of Joint Reserve Intelligence Centers since 9/11 has added a new weapon to the warfighting paradigm against terrorism.

While most mobilized Intelligence Reserve professionals have reported to their supported Joint and Navy Commands worldwide in the response to 9/11, 13.5 percent have been mobilized to Joint Reserve Intelligence Centers. These 27 centers which feature state-of-the-art intelligence capabilities, are located throughout the country. They are an example of intelligence reach-back capabilities that directly support forward operations.

Also, use of the Joint Reserve Intelligence Centers for mobilization has saved significant travel and per diem costs. They have enabled citizen/Sailors to fulfill worldwide missions via the Joint Worldwide Intelligence Communications System while remaining close to home.

BG John F. Kimmons, J2 Director of Intelligence for the U.S. Central Command, has recognized the impact Reservists are having through their Joint Reserve Intelligence Center work. In a congratulatory letter to the Joint Reserve Intelligence Center in Jacksonville, FL, BG Kimmons, wrote, “Well over half of the target materials provided to warfighters in 2002 were produced by JRIC personnel.”

But the story of mobilization is only one of the significant ways that Naval Reserve Intelligence professionals are contributing to winning the war on terror. Every single day, 24/7, and 365 days a year, citizen/Sailors are contributing to the military’s intelligence mission via drills, annual training, and additional ADT and ADSW days.

In fact, Intelligence Reservists averaged 110 days of active duty in 2002 and 80 days of active duty in 2003. This personnel tempo is among the highest in the Naval Reserve. Yet, even with this demand on Reserve Intelligence resources

and capabilities, retention in the community is at an astounding high.

The Intelligence Reserve is led by RDML Gilbride, who is dual-hatted as both Commander, Naval Reserve Intelligence Command, and the CNO N2R on the OPNAV staff working directly for the Director of Naval Intelligence. Citizen/Sailors from the Reserve command are assigned to a total of 27 Navy, Joint, and Agency commands.

“The small, yet powerful force-multiplier for the Reserve Intelligence community lies in its 77 Full-Time Support officers,” RDML Gilbride said. “These officers are fully embedded into the operational life of the community, with 69 percent assigned to billets within supported commands, 21 percent assigned to Reserve Intelligence production areas throughout the country, 5 percent being trained, and 4 percent assigned to headquarters staff.”

RDML Gilbride works constantly for seamless active/Reserve integration with RADM Rick Porterfield, Director of Naval Intelligence. RADM Porterfield continually highlights the need for his active-duty officers to seek Reserve management assignments. Already, by summer of 2004, the first active-duty

1630 officer is scheduled to serve as an OIC at one of the 13 Reserve Intelligence production areas across the country. Likewise, RADM Porterfield has detailed a Reserve 1637 officer to his front office.

In the all-important area of training, RADM Porterfield’s vision is for Reservists to train to the same standards as active-duty Sailors. Thus, enlisted “C” schools, previously available only to active-duty personnel, have opened their doors to Reserve Sailors. Also, the Center for Naval Intelligence will use a mix of training solutions to provide equivalent training to Reserve members within the annual Reserve commitment of 24 days of drill and 12 days of annual training per year.

“This means that courses of the future for both the active and Reserve Component can be expected to include combinations of distance learning, computer-based training, mobile training teams, and schoolhouse courses,” said CAPT Guy Holliday, the center’s Commanding Officer.

Finally, RDML Gilbride, as Commander of the Naval Reserve Intelligence community, is working as an integral part of the Fleet Forces Command team, striving to optimize Intelligence Reserve alignment with fleet requirements.

Underway to Seamless Integration

By CAPT Randell Smith, Naval Reserve Security Group Command Information Officer



The Naval Reserve Security Group Command (NAVRESSECGRU) is currently underway and embarked on a course which will completely transform, overhaul, and reshape missions, resources, and organizational structure as it seamlessly integrates and aligns itself with its active component – the Naval Security Group Command. This unprecedented and revolutionary paradigm shift forecasts sweeping changes in both culture and command infrastructure. Upon final transformation, NAVRESSECGRU will provide a more ready and relevant force with a centralized, national mission management structure targeted toward supporting emergent, quick-response requests from fleet and national command authorities.

Under the leadership of RADM William D. Masters, USNR, the Naval Reserve Security Group has a complement of approximately 1200 Naval Reserve cryptologists geographically located across the United States. NAVRESSECGRU is an active participant in supporting and sustaining the Maritime Cryptologic Architecture (MCA) and Network Centric Warfare (NCW) under FORCEnet. The MCA is a completely interoperable system for applying cryptologic information operations anytime and anywhere through out the world. Additionally, NAVRESSECGRU Sailors provide a critically important national crypto-linguistic resource in the fight in the Global War on Terrorism.

To coin a phrase, as we move into the 21st century, our “cheese has moved.” The Navy no longer has the luxury, resource, or time to continue doing business the way we always have. VADM Arthur K. Cebrowski, Director, Force Transformation, Office of the Secretary of Defense, clearly articulates transformation as “rewarding unconventional thinking and promoting a culture where people have the freedom and flexibility to take risks and try new things . . .”

A plan for reorganizing and restructuring NAVRESSECGRU was proposed by RADM Masters in November 2003. The desired outcome of these changes is a more ready and relevant force.

Upon completion of this plan, targeted for 1 Oct. 2004, NAVRESSECGRU will be positioned to react more quickly to both fleet and national command authorities mission needs and requirements. Additionally, alignment will have the added benefit of optimizing NAVRESSECGRU man, train, and equip resources as well as increasing active/Reserve integration, thereby creating a potential for savings.

As of 15 Apr. 2004, an interim mission management staff consisting of drilling Reservists has stood up at COMNAVSEC-GRU to formulate day-to-day mission management plans, policies, tasking coordination, and metrics capture/reporting. The Center for Cryptology Reserve staff has been identified and is in the process of standing up. Upon final implementation, both of these staffs will consist of a combination of full-time support and

drilling Reserve personnel who will focus on the professional development and mission employment of Reserve cryptologic personnel.

The Sailors of the Naval Reserve Security Group Command, a true Reserve force multiplier, have weighed anchor and are rapidly steaming into the 21st century, ready and relevant in an age of asymmetric warfare and global uncertainty.

Seabees Work as an Integrated Team

By JOC Siegfried Bruner, First Marine Expeditionary Force Engineer Group Public Affairs



CAMP FALLUJAH, Iraq – Navy Seabees have deployed in support of Operations Enduring Freedom and Iraqi Freedom. Currently, more than 450 Reserve Seabees are mobilized for these operations – about 40 percent of the Seabees deployed in this area of operations. Naval construction forces rely heavily upon Reserve personnel because they are a force multiplier; they support the operational tempo for their active-duty counterparts, bringing additional traits and experience to the deployed environment.

In the Al Anbar province of Iraq, major elements of two battalions, one active duty and one Reserve, work in conjunction with a command element, the First Marine Expeditionary Force Engineer Group (I MEG). Both of these battalions, Naval Mobile Construction Battalion 74 (NMCB-74) and NMCB-14, operate in different areas; but the scope and type of work they perform are similar. “The only difference in the nature of the work performed by these two battalions is dictated by the location of their work sites and specific project requirements,” said CAPT Mark Kistner, I MEG chief of staff.

CDR Lewis Hurst, I MEG operations officer, said Reservists are doing the exact same jobs as their active-duty counterparts.

“If I have work to be done, it is going to the unit at that location, no questions,” Hurst said. “As the operations officer, I can’t afford to treat anyone differently – it’s all about mission accomplishment and they get the same great jobs the active [duty] personnel get.”

There are some differences between the active duty and Reserve personnel, though, Kistner and Hurst agree. Procedural issues, such as which forms to fill out and what instructions to

refer to, tend to be a little more elusive for Reservists. However, Reservists also tend to have more experience in a trade because of their related civilian work experience. “Individuals can be more capable. Many are journeymen in their trades; they’ve been doing this [kind of work] for 10 to 20 years. They are older, and there’s a maturity factor,” said Kistner.

“Reservists also possess skills that might be unrelated to their rating or military function,” Hurst added. “One of the first things I do when I know that we are getting assigned Reservists is to ask for a listing of their civilian occupations. You can’t imagine how often (Seabees) get asked to do special projects that require skills that we don’t even have in our battalions. They come to the Seabees because we are a ‘Can Do!’ organization, and they understand that we are going to find a way to make it happen. I often utilize the Reservists to make that ‘Seabee Magic,’ whether it is finding someone who knows how to evaluate a specialized piece of equipment or develop a computer program. It’s likely that someone will have the knowledge,” he said.

One downside to mobilizing large numbers of Reservists for an operation, Hurst explained, is the need to allow adequate time for Reservists to prepare their families and employers for the change, and to prepare themselves for a fast-paced operational environment. Additionally, necessary training for an operation is included in the mobilization.

“We also have specific training for the Tactics/Techniques and Procedures (TTPs) specific to the area [to which] they are deploying. We generally do this and all the other mobilization requirements over a one-to-two month period,” said Hurst.

Seabees are ideally organized and employed to incorporate Reservists. Kistner explained the ground-campaign nature of current operations creates an opportunity to include Reservists. “If you’re going to have a Reserve element to rely on, you have to use them,” Kistner said. “If you only use them for the worst-case scenario, are you truly preparing them? Are you missing out on using an effective resource?”

In fact, at I MEG, Reservists are integral to the command element here, performing in various positions and at various levels. “I would say you would be hard pressed to come into our organization and determine who is a Reservist or active (duty),” Hurst said. “From our command master chief and our communications officer to our petty officer of the watch, all Reservists.”

Seabees are currently involved in OIF in a variety of ways in support of the I MEF. They provide force protection construction and civil-military operations, which include the clearing of

rubble and rebuilding of infrastructure. The MEG's officer in charge of construction has managed and/or awarded more than \$100 million in contracts for rebuilding and improving water treatment plants, city infrastructure, roads, and various other structures (soccer stadiums, schools, hospitals, etc.) to improve stability and quality of life for the Iraqi people. These contracts,

in turn, provide employment for hundreds of Iraqis.

Seabees are also providing training to young Iraqis, through an innovative program called Iraqi Construction Apprentice Program (ICAP), which teaches them construction skills that they can bring back to their communities to foster self-sufficiency and a more prosperous future.

Naval Expeditionary Logistics Support Force Delivers Joint Combat Capability

"Cargo Transfer Company," "Petroleum, Oil, Lubricant (POL)," and "Army Post Offices (APOs)" are key trade phrases in Army combat service support/logistics circles. But wait, this is a Navy association publication and is written for those with an interest in Navy Reserve issues – so why the Army jargon? Because over 525 Navy Reserve cargo handlers (stevedores, fuels, and mail) from the Naval Expeditionary Logistics Support Force (NAVELSF) are working with the Army to provide critical combat logistics support to Soldiers and Marines in Iraq and Kuwait in support of Operation Iraqi Freedom (OIF).

In January 2004, NAVELSF mobilized over 525 Sailors from four of its Cargo Handling and Supply Support Battalions for port stevedore and marshalling yard work, fuel farm (depot) operations, mail operations, and air cargo handling in Iraq and Kuwait. These Sailors relieved and augmented a variety of Army and Marine Corps logistics units. "This is the single largest recall and deployment in NAVELSF history. We first had the challenge to integrate ourselves; four battalions had to become one group, NAVELSF Forward Alpha," explains the Group Commander, CAPT Ray English, SC, USNR. "Then, we had to integrate into the Army TACON chains of command."

So in a predominantly Army green environment, how is Navy, the blue and gold, doing? "Everywhere I go I see magnificent men and women who are totally integrated into the Army's forces," said Major Gen. Stephen Speakes, the Coalition Forces Land Component Commander's (CFLCC) logistics chief at Camp Arifjan in Kuwait. Regardless of the specific tactical mission, Sailors are working in a joint environment supporting Army logisticians.

Port Cargo Handling Operations

The 350 Sailors of NAVELSF FWD(A)'s Port Element have been working for CFLCC on the deployment and redeployment of over 240,000 Soldiers, Airmen, Sailors, Marines, and equipment since February of this year at the Port of Ash Shuaybah, Kuwait. This location, 45 miles south of Kuwait City, has been the seaport of debarkation/embarkation for the AOR and is the key civilian port for all of Kuwait. Port element responsibilities are broken down into shipboard stevedoring and managing marshalling yards.

Combat Stevedores

Sailors work the piers that service numerous types of Military Sealift Command (MSC) ships – the largest are LMSRs. If you

asked anyone what LMSR stands for, they might not know; but it is one of the latest and most capable MSC ships. It is officially a "Large, Medium Speed, Roll-on/Roll-off Ship," and at 950 feet the LMSR is almost as long as an aircraft carrier.

The Sailors work 24/7 in two section watches during surge operations. While detailed to the port, these Sailors have handled, directed traffic, and managed securing of roll-on/roll-off and lift-on/lift-off cargo for over 40 deployment/redeployment vessel operations. "This is exactly what we've trained for. It's tough, but I like it so much I'm thinking of going active duty," said Petty Officer 2nd Class Harold Milles, 33, of Chicago, IL. At home, Milles, a stevedore cargo handler, commutes to California once a month to drill with his unit.

In any operation, optempo and morale are not always in sync. "I love it," Chief Petty Officer Clark Lindner said, as he oversaw the loading of 700 tanks, trucks, Humvees, and helicopters of the Army's 4th Infantry Division onto the decks and into the holds of the MV *CAPE HORN* at the docks of Ash Shuaybah. "I love being on ships; the people, the camaraderie you have with everybody."

"You can't be out here without a sense of patriotism," said Lindner, 40, of Donnelsville, OH. He works for a welding materials manufacturer but likes his military job better.

Marshalling Yard

Much of what the Sailors are in charge of are vehicles, or "rolling stock," as they enter and leave their dusty, rock-strewn yards hundreds of acres in size. Since mobilized, these Sailors have moved 244,874 vehicles and containers in and out of the yards.

"The Army and Navy are working together," said LCDR Bruce Weidner, Officer-in-Charge of the yards. Weidner indicated that simple changes like tying a colored ribbon to each vehicle to indicate what ship it is destined for makes the job much easier. "We provide a valet parking service," he said. "We can find any piece of equipment in these vast yards in 15 minutes," he says proudly.

At one point during the surge in April, over 4,000 vehicles were in the yards awaiting the return trip home. Simultaneously, Sailors were busy managing the flow of vehicles and containers off the ships to the marshalling yards where the rightful owner could claim them for movement to Iraq for their one-year boots-on-ground deployment. Several combat units, both coming and going, have praised the efficiency and service of the Sailors operating these marshalling yards.

Fuel Farm Operations

Navy Reservists also serve a critical logistics role north of the border in Iraq where they operate fuel farms. NAVELSF FWD(A) Fuels, 528USNPOL as the Army calls them, Petroleum, has a mission to build, retrofit, and maintain bulk fuel storage facilities at Camp Anaconda, a massive logistics hub 65 miles north of Baghdad. The safe and successful operation of the fuel farm with over eighty 50,000-gallon rubber bladders that look like oversized waterbeds, provides critical fuel for the movement of personnel and supplies to other sites throughout the country. This fuel farm, the largest in Iraq, frequently comes under mortar and rocket attack from insurgents. In addition, FWD(A) Fuels has assisted in the operation of two other expeditionary fuel farms in Iraq.

At Anaconda, the insurgents appear to have a strategy with their attacks. In May, a rocket or mortar hit one of the bladders and punched a hole into one of the fuel bags; but it didn't blow up – it was a dud. None of the Reservists were injured.

While attacks are not a surprise anymore, the Navy's taking over the Army's job at the fuel farm was for Army Spc. Jaimie Cruz of Orlando, FL. "It was a shock," Cruz said. "But I am happy the Navy came in. I think they are doing a good job."

"We're just trying to improve on what the Army has done here so that when we turn it over to the next unit, it will be better," said Petty Officer 1st Class Mike Miller, a Reservist from Los Angeles, CA, as his fellow citizen Seabee, Petty Officer 1st Class Jody White, operated the bulldozer.

Once again, the NAVELSF FWD(A) delivers – but instead of vehicles and cargo containers as at the port, in Iraq the NAVELSF FWD(A) is fueling a free Iraq. Navy Reservists at Camp Anaconda have added an additional 1,000,000-gallons of fuel to the capacity at the camp. Through Navy ingenuity, they developed a way to repair and renovate nine large fuel bunkers that are remnants of Saddam Hussein's regime. The hardened bunkers provide an extra safety net for fuel capacity in country if needed – as in April when the insurgents stopped many convoys.

Postal Operations

Part of the Navy combat logistics mission in the AOR includes delivering the mail. The 33 NAVELSF FWD(A) Sailors providing postal service operations at five different locations in the AOR have rung-up over one million dollars in sales and handled over a million pounds of mail since arriving. The post office is a huge morale builder, allowing mail from loved ones to arrive in a timely fashion to Soldiers fighting the war.

Army Sgt. Brandon Fletcher of Gilt Edge, TN, is one of the beneficiaries of the Navy's postal ops. "Actually, the post office seems to be running a little more efficiently, a little smoother since the Navy's taken over," he said.

Senior Chief Boatswain's Mate Albert Diaz, 48, of Jacksonville, FL, was postmaster at Camp Wolverine, just outside the gate of Kuwait City International Airport, prior to the Army's moving the location elsewhere in Kuwait. In his civilian life, Diaz manages the night shift at a U.S. Postal Service processing center in northern Florida.

Diaz put his civilian experience to work numerous ways during his deployment at Camp Wolverine, where he and his postal clerks took over for an Army postal detachment. A truck delivers the mail every morning, backing up to one end of the tent. Before, the Army postal clerks would climb up into the back of the truck and toss the bags of mail, some weighing as much as 70 pounds, down to the ground. Once they were done, they'd have to climb back down, or jump several feet onto the stony ground.

"I looked at that as a safety hazard," Diaz said. So, Diaz had a platform built, level with the truck bed. Now, the bags of mail slide down gravity rollers onto a chest-high wheeled platform into the office. "Being fresh, we probably saw opportunities for improvement that they just didn't see," he said. "We are always looking for ways to do things better."

Mobile Air Cargo Handling Team

Twenty-one Sailors from the Omaha, Neb., area work side-by-side with their sea service counterparts to expedite critical Marine Air supplies and parts. They work for the 3rd Marine Air Wing (3rd MAW) at eight locations in Iraq and Kuwait.

"The knothole has always been the last mile," said LTCOL Rich Coleman, a supply liaison officer with the 3rd MAW.

"The work and dedication of these Sailors is outstanding. These parts are critical for us to keep flying. Prior to them arriving, nobody had the specific job of looking out for Marine Air Wing shipments within Iraq and Kuwait. As a result, no one took responsibility for making sure shipments reached their final destination," Coleman said.

Once cargo comes in on a transport plane, if it is not claimed within the first four hours of being on the ground, it is moved to a yard, where it waits to be claimed. The Mobile Air Cargo Handling (MACH) team members ensure the cargo never makes it to the yard, but rather is expedited to the air wing.

Senior Chief Storekeeper (SCW) Debby Schouten from Pleasant Hill, MO, is the MACH Team noncommissioned officer-in-charge at the hangar at Balad Air Base, Camp Anaconda. Within days of their arrival, the team identified and forwarded numerous critical parts. "Unfortunately because we didn't have visibility of the parts, they were getting backlogged in places. Since March, we have shipped out about 1,400 pieces of cargo. We've been shoving things to them as fast as we can," Schouten said. The NAVELSF MACH Team delivers for the Marines.

Summary

Early last December, if you were to ask any of the 525 Navy Reservists from the Naval Expeditionary Logistics Support Force where they would be spending the summer of '04, the last place most would have guessed was Kuwait or Iraq. Their sense of service, patriotism, and pride keeps them focused in conditions that exceed 115 degrees every day. They move cargo at the port, manage vast marshalling yards, provide fuel services in Iraq, sort care packages for Soldiers at the post office, and expedite Marine Air parts and supplies to Marine aviators. All this is a testimony to the fact that NAVELSF delivers combat capability through logistics to the joint warfighter! 🇺🇸

